



**Bill Baker, Director
Community Services Agency
Public Guardian**



2003 BUSINESS PLAN **COMMUNITY SERVICES AGENCY**

Prepared for:

**James D. Ruth
Interim County Executive Officer**

**Community Services Agency
2003 Business Plan**

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EXECUTIVE SUMMARY

The Community Services Agency (CSA) adds value to Orange County by providing important services to a diverse and often vulnerable clientele. This is reflected in the CSA Mission that defines the Agency's purpose and demonstrates its role in the provision of human services.

The CSA Mission is:

To improve the lives of older adults, veterans, workers, diverse communities, and victims of domestic violence by advocating, building partnerships, providing services, and working with businesses; and to protect, assist and manage the affairs of decedents and those unable to care for themselves.

CSA's eight core service areas charged with fulfilling the Mission are:

- Older Adult Programs
- Workforce Development Programs
- Veterans Services Programs
- Human Relations Commission & Council Programs
- Public Administrator Programs
- Public Guardian Programs
- Domestic Violence Shelter Program
- Alternate Dispute Resolution Program

These core service areas are housed in five program divisions in the Agency, as shown in the CSA Organization Chart of Appendix A.2. CSA has a total workforce of over 200 employees and a budget of \$40 million, 75% of which is derived from federal and state funding sources, and 14.7% from County General Funds.

Specific Agency accomplishments for 2002 are shown in Appendix E. Most notable are:

- Initiated several significant program start-ups in the Office on Aging in response to the *Area Agency on Aging Strategic Business Plan* approved in 2001
- Completed initiatives responding to the 9/11 terrorist attacks, including expanded Living Room Dialogues and the Orange County Remembers memorial organized by O.C. Human Relations; and the 2002 Economic Recovery Job Fair led by CSA's Special Programs Division
- Developed a conceptual plan for a Military and Cultural Arts Museum
- Received the Nurse's Workforce Initiative Grant totaling \$2.1 million to train new licensed nurses and upgrade licenses of current nurses to reduce critical labor shortages in health facilities

- Collaborated with county and state officials to promote the enactment of state legislation giving the Public Guardian authority to conduct background checks on potential private conservators
- Designed and implemented the CSA Employee Recognition Program, a collaboration among senior management, the CEO and CSA's Labor Management Committee

Program caseload and/or client volume data are shown in Appendix F.

The Strategic Goals that support the CSA's Mission are:

- Goal 1: Ensure that older adults in Orange County experience a high quality of life.
- Goal 2: Match Orange County workforce skills and abilities with employer workforce needs.
- Goal 3: Ensure Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled.
- Goal 4: Promote inter-group understanding and eliminate prejudice, intolerance and discrimination, and facilitate the peaceful resolution of disputes.
- Goal 5: Provide timely and effective administration of estates of the deceased
- Goal 6: Protect adults unable to manage their own affairs due to mental illness or dementia
- Goal 7: Shelter victims of domestic violence from further abuse.

An Operational Plan for 2003 is presented for each Strategic Goal. Included is a description of Clients and Challenges for the coming year, with comments on how they will be addressed. Also presented is a description of Resources and Strategies aimed at meeting the goal, and Outcome Indicators for determining how well the goal is being achieved.

The greatest challenge to meeting community demands for services lies in significant budget reductions associated with the nationwide economic downturn. Cuts in state and federal funding have already been made and programs and their contractors are making adjustments. Programs have already taken "belt-tightening" measures to cut \$99,000—\$67,000 in Net County Cost—from the current budget without causing significant short-term impacts upon services. The CEO is leading a County-wide prioritization effort aiming at the further recommendation of cuts to services.

Common to most of the Operational Plans presented here is the increasing demand for services associated with growing, aging and increasingly diverse client populations, in the face of diminishing resources. This requires programs to seek new sources of revenue and implement new methods for conducting business more efficiently for the delivery of its core services.

Two Operational Plans anticipate program start-ups. In the Office on Aging the new Senior Non-Emergency Medical Transportation Program will receive significant attention, and the Veterans Services Office will continue to assist efforts in the veteran

community for the establishment of the Orange County Museum of Military History. Also, workforce development programs anticipate aggressively applying for new funding to respond to employment problems associated with the weakened economy.

An Agency reorganization is proposed, as shown in Appendix A.2, to accommodate the election of a new Public Administrator in November 2002.

MISSION & GOALS

The Community Services Agency (CSA) mission defines the Agency's purpose and demonstrates its role in the provision of human services for Orange County.

The mission is:

To improve the lives of older adults, veterans, workers, diverse communities, and victims of domestic violence by advocating, building partnerships, providing services, and working with businesses; and to protect, assist and manage the affairs of decedents and those unable to care for themselves.

As shown in the organization chart of Appendix A.2, five program divisions deliver CSA core services: Office on Aging, Special Programs, Community Advocacy, Public Administrator and Public Guardian Divisions. Specific accomplishments and caseload/client data are presented in Appendixes E and F, respectively.

The Strategic Goals that support the mission are:

- Goal 1: Ensure that older adults in Orange County experience a high quality of life.
- Goal 2: Match Orange County workforce skills and abilities with employer workforce needs.
- Goal 3: Ensure Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled.
- Goal 4: Promote inter-group understanding and eliminate prejudice, intolerance and discrimination, and facilitate the peaceful resolution of disputes.
- Goal 5: Provide timely and effective administration of estates of the deceased
- Goal 6: Protect adults unable to manage their own affairs due to mental illness or dementia
- Goal 7: Shelter victims of domestic violence from further abuse.

OPERATIONAL PLAN

INTRODUCTION

An Operational Plan for 2003 is presented for each of the Strategic Goals. Each Operational Plan consists of a brief description of Clients, Challenges, Resources, Strategies and Outcome Indicators. Apart from this plan are individual Work Plans that support each Strategy.

Common to most of the Operational Plans is the increasing demand for services associated with growing, aging and increasingly diverse client populations, in the face of diminishing resources. This requires programs to seek new sources of revenue and implement new methods for conducting business more efficiently for the delivery of its core services.

All programs make significant efforts to influence state and federal legislation for the benefit of CSA clients. This is achieved primarily through the leadership of CSA program managers in federal and state professional associations, in cooperation with the County Executive Office.

Goals are achieved through many partnerships with other County agencies, community-based organizations, schools, local governments and businesses.

An integral component of all Operational Plans is the continued Agency commitment to incorporate County-wide initiatives and workforce programs. The Agency, through CSA Administration who is responsible for coordination, will:

- Continue to work to institutionalize and incorporate enhancements associated with the Performance Incentive Program (PIP) and the Management Performance Plan (MPP)
- Continue to support and use the Labor Management Committee (LMC) for Agency change efforts, including the development of ideas for cost reductions and revenue generation
- Continue implementation of the Employee Recognition Program
- Support the participation of managers in the Leadership Excellence and Development Program (LEAD)
- Redesign and implement the CSA Disaster Recovery Plan

CSA acknowledges the importance of the effective use of technology for streamlining business practices. Major Information Technology (IT) projects planned for 2003 are:

- Implementation of a “Candidate System” to improve performance and security of the CSA Network Infrastructure
- Implementation of the Comprehensive Agenda Management Solution System (CAMS) for Board of Supervisor Agenda submittals
- Completion of work to ensure all CSA Websites comply with the Americans with Disabilities Act (ADA) requirements

Additionally, positions are being redeployed to adapt to the increasing Agency wide need for technologically skilled personnel.

An organizational adjustment to respond to the election a new Public Administer is planned. This will include a reorganization of the Public Administrator into a separate division, reporting to the CSA Director/Public Guardian for the provision of administrative support. This is reflected in Appendix A.2. Also a Memorandum of Understanding will be developed to proved program support, such as accounting and real and personal property services from the Public Guardian to the Public Administrator.

In 2003 CSA will resubmit its Capital Project to replace facility common area carpeting and repaint interior walls that have gone without improvement since the mid-1980s.

Anticipated budget reductions due to the declining economy present the greatest of the many challenges identified in this Plan. State and federal budget reductions have already impacted workforce investment programs as discussed below under Goal 2. Furthermore, CSA has engaged with the County Executive Office in a two-step budget reduction process to fill additional projected gaps between County expenditures and revenues. Step 1 of this process has been incorporated in the 2002-03 Fiscal Year Budget. Through persistent “belt-tightening”, CSA reduced its budget by \$99,000—\$67,000 of it Net County Cost funds—without a significant short-term impact upon services. Items such as office supplies, training, vacation pay-off, memberships, travel and printing costs were reduced.

Step 2 of the process, led by the CEO with a committee of department heads, has begun. The committee will attempt to prioritize programs Countywide and subsequently make recommendations for program cuts to the Board of Supervisors. CSA has submitted information identifying its core and mandated programs to this committee.

Operational Plans, in general, are consistent with what has been submitted by the Agency for the County’s Strategic Financial Plan. No new positions are requested for FY 2003-04, having deferred to future years the addition of positions needed for responding to the increasing demand for core services. The Agency is prepared to adjust the Strategic Financial Plan in accordance with potential Board-directed Step 2 Reductions.

GOAL 1: ENSURE THAT OLDER ADULTS IN ORANGE COUNTY EXPERIENCE A HIGH QUALITY OF LIFE

CLIENTS:

CSA's Office on Aging (OoA) is directed by federal and state law to serve as the lead advocate, systems planner, and facilitator of services to all Orange County older adults, their families, and caregivers, with a special focus on ethnic minorities and those with low incomes. There are currently 377,185 older adults (age 60+) in Orange County, with the number expected to nearly double by 2020.

In response to the dramatic increase in this population, the Orange County Board of Supervisors identified services to older adults as one of its top ten Strategic Priorities for FY 2000-2001, and provided funding to begin the process of rebuilding the Office on Aging to fulfill its mandates. With the Board of Supervisors' approval, the Office on Aging developed its 2001 Strategic Business Plan and continues to implement the goals set forth therein. Also, the Office on Aging will be receiving significant amounts of Tobacco Settlement revenues for the administration of its Senior Non-emergency Medical Transportation Program.

For a comprehensive discussion of the characteristics of Orange County's older adult population, see the 2002 Condition of Older Adults Report, available at the Office on Aging web site www.oc.ca.gov/aging.)

CHALLENGES:

The Office on Aging joins all levels of government in addressing the challenges presented by the dramatic increase in population and changes in the ethnic composition of our older citizens. Particularly challenging are the numbers of older adults who suffer from diseases such as Alzheimer's Disease.

In view of the growing and increasingly diverse population of older adults, the following issues are of the most pressing concern to the Office on Aging:

- Nutrition services for older adults
- Access to information and services
- Transportation for older adults
- Accessible and affordable housing for older adults
- Health care for older adults

Reflecting the growing diversity of the County's older adult population, the Office on Aging will be taking steps to increase outreach to targeted groups, including ethnic minorities and low income older adults. The process of developing new contracts for Older Americans Act and Older Californians Act programs will include a new emphasis

on programs specifically designed to reach and better serve minority and low income elders. Additionally, new coalitions with the Asian/Pacific Islander and Latino Communities already in place, will be expanded and enhanced.

An additional focus of the Office on Aging in 2003 will be the continued implementation of its 2001 Strategic Business Plan. Among its many initiatives, this Plan calls for the strengthening of the Office in order to perform its mandated role as lead advocate, systems planner and key facilitator for services for older adults. The Office will continue to:

- Engage in organizational capacity-building of the Office on Aging
- Upgrade information, assistance and outreach capabilities
- Improve vendor relations
- Assert advocacy and planning leadership in the older adult community
- Aggressively seek new funding in support of older adult services

In order to enhance access and outreach services, the Office on Aging will promote its new website as a useful tool for older adults and caregivers. Maintenance of the website and upgrades to it will require increased support from CSA/Information Technology.

The Office on Aging participated in the Step 1 budget reductions by reducing vacation payoff, office equipment and communications. These reductions will not significantly reduce services to clients.

RESOURCES:

The programs administered by the Office on Aging are primarily funded by federal and state grants under the Older Americans Act and the Older Californians Act. County funds are also used to help pay for the costs of administering the programs.

To address budget cuts along with the increasing demand for services, the Office on Aging is aggressively seeking to leverage its revenues by seeking grant opportunities, by helping its contractors to enhance their fund development programs, and by pursuing state and federal legislation to advance its programs and services.

This Operational Plan is consistent with the 2003 Strategic Financial Plan. The CEO's Step 2 budget rebalancing strategy is in process at the time of this printing. CSA will revise the Strategic Financial Plan, if necessary, to accommodate any changes that might result from the Step 2 process.

STRATEGIES TO ACCOMPLISH GOAL:

- Complete the 2003 procurement for Older Americans Act and Older Californians Act Programs

- Administer OoA senior services contracts for nutrition, supportive services, and transportation programs that total approximately \$11 million
- Improve OoA Contractor billing, reporting and fiscal record keeping processes and procedures through regular Contractor Meetings
- Recruit staff as approved by the Board of Supervisors to administer the Senior Non-Emergency Medical Transportation Program
- Collaborate with the Orange County Transportation Authority (OCTA) and Health Care Agency (HCA) to develop, administer, monitor, and promote awareness of the OoA's Senior Non-Emergency Medical Transportation Program
- Continue to develop the Information and Assistance Department's (I&A) 'Refer' database to support both the Call Center and the web site, particularly in targeted areas such as senior transportation services
- Develop training tools and protocols to enhance I&A's capacity to provide health and human services information and assistance to older adults
- Expand resources, opportunities, and recognition for volunteers in the aging services network through the OoA Volunteer Program
- Continue to support the training program for volunteers to assist older adults and disabled persons with enrollment in the Orange County Transportation Authority's (OCTA) ACCESS Program
- Finalize and begin implementation of the OoA Marketing and Outreach Plan that will include specific efforts to reach the underserved, through the use of the Info Van, and expand awareness of OoA programs and services, and the I & A Program
- Implement Phase II of the OoA Website which will involve increasing the amount of information available to older adults and their families and service providers via the Internet and ensuring the accuracy and ease of access of all aspects of the site
- Continue to serve as lead of the Interagency Committee on Aging (ICA) and promote continued collaboration with its members and community-based organizations serving older adults
- With the ICA, publish the 2003 Condition of Older Adults Report and develop and begin implementation of the ICA 'Strategic Planning Goals' for 2003-04
- Enhance the collaboration and communications among the members of the Senior Citizens Advisory Council, OoA staff, and critical external stakeholders, including state and local elected officials regarding advocacy goals

OUTCOME INDICATORS:

Indicator One:

What: The percent of persons in Orange County over the age of 65 who are not living in skilled nursing facilities.

Why: It measures the effectiveness of efforts to assist Orange County older adults to remain independent.

Indicator Two:

What: The percent of Orange County older adults rating their quality of life as good or excellent.

Why: It measures the effectiveness of efforts to ensure that older adults in Orange County perceive the quality of their lives as good or excellent.

OUTCOME INDICATOR REPORTING:

Outcome Indicator	FY 01-02 Results	FY 02-03 Anticipated Results	FY 03-04 Plan	How are we doing?
Older Residents (65+) Not Living in Skilled Nursing Facilities	97.4% (benchmark).	97.4%	97.4%	Latest data indicates that OoA-administered programs contributed successfully to keeping 273,352 individuals age 65 and over from living in nursing homes
Older Adults Indicating Quality of Life is Good or Excellent	91% surveyed indicated that things are "going well".	91% of older adults surveyed indicate that things are "going well".	91% of older adults surveyed indicate that things are "going well".	Outcome to be remeasured at Senior Summit in November, 2002.

GOAL 2: MATCH ORANGE COUNTY WORKFORCE SKILLS AND ABILITIES WITH EMPLOYER WORKFORCE NEEDS

CLIENTS:

Located in the Special Programs Division, CSA's Workforce Investment Act (WIA) programs assist individuals who are employed, unemployed and underemployed, to increase their self-sufficiency and improve their ability to meet the demands of Orange County businesses and employers. WIA also seeks to meet the needs of businesses and employers through programs that focus on job matching, recruitment, and specialized business/employee assistance. The program contributes to a healthy, growing Orange County economy.

CHALLENGES:

The largest challenge facing WIA programs is responding to the rapidly changing economy. Although the overall economic environment of the County was already declining, the effects of the September 11, 2001 attacks continues to contribute to employment problems associated with the downward trend. Despite the declining economy, which normally results in an increase in WIA funding:

- Workforce Development Programs were decreased by 10% due to an unprecedented rescission of already allocated 2001-2002 funds
- Formula funds for program year 2002-2003 received an additional reduction of 14% across all funding streams affecting Disadvantaged, Adults, Dislocated Workers and Youth programs
- The Workforce Investment Board Aerospace Network (WIBAN) project funded for service to Dislocated Aerospace workers and those affected by the September 11, 2001 attacks is due to sunset December 31, 2002

In addition, the State's budget crisis has had a significant impact, resulting in a severe reduction in workforce development programs. Consequently, the following Temporary Assistance to Needy Families (TANF) programs designed for special populations have been reduced significantly and/or eliminated:

- Emancipated Youth Employment Program
- Sheriff Non-Custodial Parent Program
- One Stop Non-Custodial Parent Program
- Community Services Program
- Youth Employment Program
- One Stop Services Program

These reductions total more than \$3 million and affect services for 1540 of Orange County's most-in-need populations.

Other workforce development related programs are expected to be reduced significantly or eliminated this year. Among them are:

- Welfare to Work programs whose legislation is due to sunset this year. At this time, Congress has made no move to reauthorize this program. This will eliminate intensive job preparation and readiness services for welfare clients, many of whom need this assistance to get off welfare.
- The Senior AIDES program, which provides work experience and training to disadvantaged seniors, has been reduced, eliminating services for 42 seniors.

These services are contracted out to other organizations that have begun to adapt to economic circumstances by eliminating positions and leveraging other community resources.

CSA's Special Programs Division, too, is scaling back operations, leaving positions unfilled, and retraining existing staff to be able to perform expanded duties.

To continue to meet the growing challenges, CSA will need to be increasingly innovative as it:

- Aggressively applies for grants for workforce-related funding; and
- Develops strong and effective partnerships with new and existing agencies to leverage workforce funds across county, agency and workforce investment area lines, in order to effectively serve the largest number of clients possible.

Although the funding sources for workforce programs are outside of the County General Fund, WIA program reduced the budget in travel, training and memberships in support of the County's Step 1 budget reduction process. These reductions will not significantly reduce services.

RESOURCES:

WIA is a federal program funded entirely by the U.S. Department of Labor and faces continued funding cuts at the federal level. Currently legislation revolving around workforce issues are sitting in both the House and Senate as continued resolutions and will not be resolved until the next session.

In addition to WIA funding, CSA receives significant amounts of Temporary Assistance to Needy Families (TANF) funding. This is in support of employment programs associated with welfare reform legislation. In 2002 or 2003, Congress will consider the reauthorization of this legislation. The potential impact of ending this funding source will be significant. Of concern is the impact on the community's ability to serve its "most in need", including programs for Non-Custodial Parents, emancipated youth, Welfare to Work participants, and the continuation of the Summer Youth Employment and Training Program which provides work experience for "at-risk" youth during their annual summer break from school.

CSA will actively advocate with the Social Services Agency for the reauthorization of TANF--with appropriate implementing legislation at the state--in the attempt to recover the needed funds to continue these and other important programs.

With the exception of the redeployment of one position from the Special Programs Division to respond to the increasing need for Agency-wide technological expertise, this Operational Plan is consistent with the Strategic Financial Plan. Step 2 reductions do not apply to WIA programs since these reductions are restricted to County General Funds.

STRATEGIES TO ACCOMPLISH GOAL:

- Aggressively seek and respond to opportunities for additional funding to support workforce development
- Continue to collaborate with the multiple partners, and increase leveraging of resources for the delivery of workforce development services
- Administer 21 workforce development training, research and delivery system contracts totaling over \$14 million
- Develop a framework for the provision of youth services on a county-wide basis inclusive of multiple funding sources and leveraging of partner resources
- Survey businesses to determine workforce needs and other important information to target placement of job seekers and contract for a Labor Market Research Project System
- Identify and target training to maximize potential wages of workers in Orange County
- Improve program performance to meet or exceed all Workforce Investment Act performance requirements
- Enhance the leadership and visibility of the Orange County Workforce Investment Board

These strategies are aligned with those of the Orange County Workforce Investment Board's Strategic Plan.

OUTCOME INDICATORS

Indicator One:

What: Workforce demand and supply gap comparing the number of Orange County job seekers with jobs available during the same time period.

Why: It is a measure of Orange County's workforce system efficiency in matching current and future job supply with employer demand through training, research and workforce development delivery systems.

Indicator Two:

What: The percent of clients placed in jobs and the percent of those working 90 days after placement.

Why: It measures the success of services delivered to both businesses and job seekers.

Indicator Three:

What: The annual Orange County Unemployment Rate, compared to the annual State of California Unemployment Rate for the same time period, using data prepared by the State Employment Development Department.

Why: It reflects the general state of the labor and business environment in Orange County compared to that of the state, and is an indicator of level of workforce development activity.

Indicator Four:

What: The Average Hourly Wage of workers employed by Orange County businesses compared to the Average Hourly Wage of workers in California for the same time period, using the Consumer Price Index to adjust to the latest available data.

Why: It measures businesses' contribution to the quality of life of Orange County workers.

OUTCOME INDICATOR REPORTING:

Outcome Indicator	FY 01-02 Results	FY 02-03 Anticipated Results	FY 03-04 Plan	How are we doing?
Workforce Demand and Supply Gap	118,800	142,200	132,400	The number of job seekers exceeding the number of payroll jobs
Percent of Clients: <ul style="list-style-type: none"> Placed in Jobs Retained in Jobs 	76% 85%	82% 83%	77% 86%	Currently meeting State Performance Measures
Unemployment Rate: <ul style="list-style-type: none"> Orange County State of Calif. 	3.0% 5.4%	3.9% 6.1%	3.6% 5.8%	Efforts are contributing to improvements
Average Hourly Wage: <ul style="list-style-type: none"> Orange County State of Calif. 	\$16.29 \$16.35	\$16.65 \$16.73	\$17.28 \$17.32	Efforts are contributing to improvements

GOAL 3: ENSURE ORANGE COUNTY VETERANS, THEIR SURVIVORS AND DEPENDENTS RECEIVE THE BENEFITS, RECOGNITION AND ASSISTANCE TO WHICH THEY ARE ENTITLED

CLIENTS:

CSA's Veterans Service Office (VSO) provides advocacy services and assistance to Orange County veterans, their survivors and dependents, focusing on Department of Veterans Affairs disability benefits and survivor benefits. The typical VSO client is a lower income veteran with a service-connected disability, who served in World War II, Korea, Vietnam or Desert Storm.

The Office also supports the larger Orange County veteran community by promoting an understanding of the importance of its veterans and their contributions to our country.

The veteran population is growing older. As that population ages, its needs presumably change. As described below, the Orange County VSO has engaged, along with County Veterans Services Offices throughout the state, in a comprehensive veterans needs analysis. The results have been recently published and will be used to guide the VSO in strategic planning to accurately target its services for Orange County veterans.

CHALLENGES:

The VSO will be facing three significant challenges in 2003. First, the VSO, in response to significant interest expressed by the veteran community, has presented a conceptual plan for the establishment of a Military and Veterans Museum in a blimp hangar located at the former Tustin Marine Corps Air Station. The purpose is to promote an understanding of the historical importance of our veterans and U.S. military history. The Board of Supervisors authorized a feasibility study, which is being conducted by LORD Cultural Resources Planning & Management and coordinated by the County's Planning and Development Services Department. The VSO will continue to provide planning and administrative support for the museum concept until a final decision is made by the Board of Supervisors.

Second, to better understand the changing needs of an aging veteran population, the VSO, in 2002, participated in a statewide veterans' needs assessment survey. In 2003 the VSO will engage in strategic planning to respond to the survey recommendations.

Third, the U.S. Department of Veterans Affairs has an extreme backlog of over 500,000 unprocessed veterans claims. Our Orange County Veterans Service

Officer is working with the National Association of County Veterans Service Officers to introduce new federal legislation. This legislation would authorize County Veteran Services Offices to fully develop a claim and transmit the claims to the Secretary of Veterans Affairs. This would reduce the backlog and increase revenues to local County Veteran Services Offices.

The Veterans Service Office participated in the Step 1 budget reduction process by reducing overtime, vacation payoff, and maintenance of equipment, membership, printing and professional/specialized services. These reductions will not significantly reduce client services.

RESOURCES:

The VSO is funded primarily from County General Funds and supplemented by revenue from State Subvention Funds. A significant short-term resource issue will be the availability of start-up funding for the establishment of a Military and Veterans Museum to respond to the above. The plan to support the establishment of a museum is not included in the Strategic Financial Plan.

With the exception of the plan to support the museum discussed above, this Operational Plan is consistent with the Strategic Financial Plan. Once the feasibility study is completed, the Strategic Financial Plan will be adjusted accordingly. The CEO's Step 2 budget rebalancing strategy is in process at the time of this printing. CSA will revise the Strategic Financial Plan if necessary, to accommodate any changes that might result from the Step 2 process.

STRATEGIES TO ACCOMPLISH GOAL:

- File 1900 new state and federal claims for veterans benefits and win \$4 million in new awards
- Seek the introduction of new federal legislation allowing the VSO to assist with the California Department of Veterans Affairs (CDVA) claim processing for the purpose of funding and veterans claims backlog reduction
- Continue to coordinate with SSA, HCD and PA/PG, to ensure veterans receive benefits due them
- Enhance Veterans Claims Officer skills and abilities through the accreditation and certification program of the National Association of County Veterans Claims Offices
- Coordinate quarterly regional training for Veterans Claims Representatives with other county veterans service offices
- Provide administrative and planning support for the study of the feasibility of establishing a Military and Cultural Arts Museum and establishing an interim museum of buildings 523 and 226

- Engage in strategic planning to respond to recommendations of the Veterans Needs Assessment Survey
- Expand outreach services through a web site, community centers and other local and government agencies to ensure the quality of living is preserved for veterans, their survivors and dependents
- Conduct an educational program on military history for County residents
- Provide benefits and administrative support to Orange County veterans organizations, e.g., United Veteran Organizations of Orange County, AMVETS, American Legion, Veterans of Foreign Wars, Tustin Young Marines, American Legion, etc.

OUTCOME INDICATOR:

What: The percent of veterans benefit claims approved: The percentage of total benefits claims filed that result in the veteran receiving disability, burial and/or survivor benefits.

Why: It demonstrates the effectiveness in meeting the goal.

OUTCOME INDICATOR REPORTING:

Outcome Indicator	FY 01-02 Results	FY 02-03 Anticipated Results	FY 03-04 Plan	How are we doing?
Percent of Veterans Benefit Claims Approved	50%	52%	53%	Program is contributing to an increase in claims approved for benefits

GOAL 4: PROMOTE INTER-GROUP UNDERSTANDING AND ELIMINATE PREJUDICE, INTOLERANCE AND DISCRIMINATION, AND FACILITATE THE PEACEFUL RESOLUTION OF DISPUTES

CLIENTS:

CSA's Human Relations Commission and Council (OCHRC) clients in Orange County schools include students, teachers, parents, and principals interested in building a school climate that is safe and inclusive. Clients associated with cities include police officers and chiefs, city managers, residents and community groups trying to build a sense of community amid rapidly changing demographics.

Additionally, OCHRC assists mediation clients seeking help in resolving disputes without resorting to litigation, as well as serves hate crime and domestic violence victims who need support and shelter. OCHRC also serves diverse community leaders looking for solutions to their communities' concerns; the Board of Supervisors in seeking to eliminate prejudice, intolerance and discrimination; and County of Orange agencies wanting guidance in dealing more effectively with diverse clients and staff.

CSA's Dispute Resolution Program (DRPA) provides funding to nonprofit organizations that serve Orange County residents and businesses seeking alternatives to formal litigation. The program provides the opportunity for clients to amicably resolve their conflicts with help from an impartial mediator. Additionally, funding is provided for targeted outreach for the implementation of conflict prevention strategies.

CHALLENGES:

In the weeks following the September 11, 2001 terrorist attacks, Orange County experienced an unprecedented number of hate crimes and incidents against those perceived to be Arab or Muslim, accounting for an increase in 2001 of over 800% from the year before. Our confrontation with Saddam Hussein, international pursuit of terrorists and domestic threat by bio-terrorism have created a climate of fear that endangers inter-group relations in schools and communities.

Additionally, if the economy continues to decline, history shows that some individuals will seek out scapegoats to victimize, such as immigrants, ethnic minorities and others. To rise to this challenge the OCHRC will continue the county-wide series of dialogues as part of an initiative called, "Orange County Together, United We Stand". This initiative includes support for victims of hate as well as efforts to build awareness in the general population.

As the Orange County population becomes a majority of ethnic minorities, and as political influence shifts, OCHRC is mobilized to prevent potential conflict. The OCHRC BRIDGES School Inter-Ethnic Relations Program is one of its effective long-term responses to this challenge.

The nonprofit arm of OCHRC—the Human Relations Council—raises funds to run human relations programs from a variety of sources, including: individuals, foundations, businesses, fees, city dues, and County of Orange Dispute Resolution Funds. The economic downturn made private sector fundraising more difficult in 2002 and notice has already been received indicating a \$1,000,000 drop in foundation support for the Council in 2003-2004. Council plans for increased fundraising, program reductions, spending cuts and layoffs have been adopted to address this challenge.

The Human Relations Commission participated in the Step 1 budget reduction process. It reduced all overtime, cutback on printing and eliminated all conference and training dollars. These cuts will not significantly impact the Commission's ability to respond to community conflicts.

RESOURCES:

OCHRC is a collaborative effort of the County's Human Relations Commission and the nonprofit organization, the OC Human Relations Council. The Commission receives resources from the County of Orange General Fund and some grant funds. In the Commission's 2002-03 budget, one full-time Human Relations Specialist was eliminated due to the loss of grant funds that underwrote the position. This position will be redeployed in CSA to respond to increasing needs for technologically skilled personnel.

CSA also funds four nonprofit organizations—each associated with one of the County Courts—with Dispute Resolution Program Act (DRPA) funds. The State of California's DRPA program authorizes counties to set aside a portion of civil court filing fees into a special trust fund restricted to the provision of dispute resolution services, primarily mediation and conciliation. Agencies providing these services with DRPA funds are required to fund 50% of their overall program costs from alternative sources. No County General Funds are included.

This Operation Plan is consistent with the Strategic Financial Plan. One Human Relations Specialist position, due to a loss of grant funding, will be redeployed elsewhere in CSA to respond to increasing need for technologically skilled personnel. The CEO's Step 2 budget rebalancing strategy is in process at the time of this printing. CSA will revise the Strategic Financial Plan, if necessary, to accommodate any changes that might result from the Step 2 process.

STRATEGIES TO ACCOMPLISH GOAL:

- Promote police/community relations through the Hate Crime Network, police training and support of hate crime victims
- Collaborate with diverse groups to conduct dialogues
- Conduct BRIDGES School Inter-Ethnic Relations Programs in 45 schools
- Develop school leadership through Walk In My Shoes Symposiums, BearPaw Preserve training retreats, Leigh Steinberg Human Relations Institutes, Parent Leadership Institutes and leadership recognition programs
- Provide dispute resolution services to 1,000 clients
- Teach three 28-Hour Basic Mediation Certification trainings
- Increase fund-raising efforts among foundations, businesses and individuals
- Allocate funds and execute four DRPA contracts totaling \$800,000

- Analyze the potential for implementing Quality Certification Standards for Dispute Resolution Programs Act mediators
- Seek additional sources of funding for DRPA providers

OUTCOME INDICATORS:

Indicator One:

What: The number of hate crime incidents per 100,000 residents in Orange County.

Why: It is a measure of the level of prejudice and intolerance in the community.

Indicator Two:

What: The number of employment discrimination cases filed with the Department of Fair Employment and Housing per hundred thousand people in Orange County.

Why: It is a measure of discrimination in the community.

Indicator Three:

What: The percent of students of OCHRC program schools responding positively to a survey regarding their awareness of and willingness to reduce prejudice, intolerance and discrimination in their community.

Why: It measures the effectiveness of efforts to build understanding among diverse students in Orange County.

Indicator Four:

What: The percent of cases referred for mediation that result in successful resolution of the conflict.

Why: It measures the success of the mediation process in helping community members resolve conflict without resorting to the courts.

Indicator Five:

What: The percent of Orange County Court caseload diverted from the courts.

Why: It measures the degree to which dispute resolution services are easing the burden on the courts.

OUTCOME INDICATOR REPORTING:

Outcome Indicator	FY 01-02 Results	FY 02-03 Anticipated Results	FY 03-04 Plan	How are we doing?
Hate Crime Incident Rate	6 per 100,000	5 per 100,000	4 per 100,000	The 9/11 attacks caused a large increase in hate crimes and incidents. OCHRC efforts have prevented more hate crimes
Discrimination Complaint Rate	53 per 100,000	60 per 100,000	55 per 100,000	The economic slow down and the tight housing market are causing an increase in discrimination complaints. OCHRC strategies expected to contribute to improvements
Positive Student Responses to OCHRC Survey	New Measure	72%	75%	Students are increasingly positive about OCHR interventions with them
Percent of Successful Resolution of Disputes	55%	70%	70%	Increased presence and collaboration with courts yielding results
Percent of Court Caseload Diverted from Courts Through Mediation	15%	19%	22%	Increased presence and collaboration with courts yielding results

GOAL 5: PROVIDE TIMELY INVESTIGATION AND EFFECTIVE ADMINISTRATION OF ESTATES OF DECEDENTS

CLIENTS:

CSA's Public Administrator (PA) clients are deceased residents of Orange County who, at the time of death, have left no will and have no one available or appropriate to handle the estate. Under other special circumstances, the probate court may also appoint the PA. Estates administered range in value from zero to millions of dollars with complex investments and extensive real property holdings.

The Public Administrator provides mandated services that provide protection of estates when there are no other appropriate individuals to act.

CHALLENGES:

Recent efforts undertaken to maximize client service delivery include implementation and ongoing development of a new computer system to manage cases and prepare accountings. Additionally, increased staff training on an ongoing basis enhances the ability to address increasingly complex caseloads.

RESOURCES:

Funding sources for mandated PA services include court-approved fees and County General Funds

This Operational Plan is consistent with the Strategic Financial Plan. The County's Step 2 Budget Reduction process is currently in the initial stages and the outcomes are unknown. Step 2 reductions will be particularly difficult for the Public Administrator due to the mandated nature of its direct client services.

STRATEGIES TO ACCOMPLISH GOAL:

- Investigate and administer caseloads consisting of approximately 1,450 decedents' estates
- Provide ongoing staff training to ensure knowledgeable and effective staff for the provision of mandated services
- Continue to enhance the computer system used to manage cases and to prepare the court accountings that ensure quality services
- Continue ongoing collaboration with the Sheriff/Coroner and others to effectively protect decedents' estates and dispose of decedents' remains in a timely manner

OUTCOME INDICATORS:

Indicator One:

What: The percent of estates completed without surcharge.

Why: It measures the degree to which the goal is being accomplished since the Court levies surcharges for the untimely or improper administration of estates.

OUTCOME INDICATOR REPORTING:

Outcome Indicator	FY 01-02 Results	FY 02-03 Anticipated Results	FY 03-04 Plan	How are we doing?
Percent of Estates Completed Without Surcharge	court accountings completed without surcharge	court accountings completed without surcharge	court accountings completed without surcharge	100 % of court accountings completed without surcharge.
Judges' Ratings of Estate Administration Quality	New Indicator	New Indicator	New Indicator	The court must remain neutral on all matters and persons appearing in court. After consideration, the court concluded it was best not to respond to our Quality Assessment Survey. A new indicator will be developed.
Probate Examiners' ratings of Estate Administration Quality	New Indicator	New Indicator	New Indicator	The court must remain neutral on all matters and persons appearing in court. After consideration, the court concluded it was best not to respond to our Quality Assessment Survey. A new indicator will be developed.

GOAL 6: PROTECT ADULTS UNABLE TO MANAGE THEIR OWN AFFAIRS DUE TO MENTAL ILLNESS OR DEMENTIA

CLIENTS:

Most Public Guardian (PG) clients are adult Orange County residents with severe mental illness or illnesses of old age, such as dementia, and who have no one else available or appropriate to advocate for them. These individuals have been identified by health care or protective services professionals as at risk of being unable to manage their own affairs, subject to financial abuse, or a danger to themselves or others. Most PG conservatees receive or are eligible to receive Supplemental Security Income or Social Security benefits. Clients live in licensed care facilities in Southern California counties and need the PG to arrange for their care and treatment. Most PG conservatees receive services on an ongoing basis, for extended time periods.

The Public Guardian provides state-mandated services that are last-resort options, as indicated above, providing a safety net for clients who have no other appropriate individuals to assist them in meeting their needs.

CHALLENGES:

As the average age of Orange County residents increases and the awareness of elder abuse is heightened, the need for services is expected to increase. These factors, combined with projections of a less robust economy, mean that providing timely and effective services are expected to be the greatest program challenge in the upcoming year.

The Public Administrator/Guardian is facing several challenges related to the budget constraints at the State and County level. An ongoing challenge has been the increase in costs that Public Administrator/Guardian cannot directly control, such as salaries and benefits increases of support program personnel.

Public Administrator/Guardian identified Step 1 budget reductions, decreasing extra help, overtime, vacation payoff and office equipment expenses. These reductions are consistent with County efforts to reduce expenses, and will not jeopardize client services.

The Health Care Agency, which provides case coordination and placement services for our Lanterman-Petris and Short mental health conservatees (LPS), faces budget reductions which may limit the level of service available for Public Guardian clients. The availability of long-term treatment facilities may decrease as funding resources shift from long-term in-patient facilities to short-term residential facilities and community-based programs. The number of Care Coordinators, co-located within

the Public Guardian, providing case coordination services may also decrease, potentially influencing the Public Guardian-LPS unit's ability to provide timely client services.

The Social Services Agency/Adult Protective Services unit will receive reduced state funding, resulting in potential reduction to the Public Guardian-Probate unit funding. Current funding supports three Public Guardian Deputy positions. These Deputies investigate and administer estates for vulnerable older adults at risk for physical, emotional and fiduciary abuse.

Recent efforts undertaken to maximize client service delivery include implementation and ongoing development of a new computer system to manage cases and prepare accountings. Additionally, increased staff training on an ongoing basis enhances the ability to address increasingly complex caseloads.

RESOURCES:

Funding sources for mandated PG client services include the clients' personal funds and benefits that they are eligible to receive. Funding sources for staffing and housing the program include County General Funds, state funds, and client fees.

This Operational Plan is consistent with the Strategic Financial Plan. The County's Step 2 Budget Reduction process is currently in the initial stages and the outcomes are unknown. Step 2 reductions will be particularly difficult for the Guardian due to the mandated nature of its direct client services.

STRATEGIES TO ACCOMPLISH GOAL:

- Investigate and administer caseloads consisting of approximately 1,600 mental health conservatorships and 400 probate conservatorships
- Provide ongoing staff training to ensure knowledgeable and effective staff assistance for clients
- Continue to enhance the computer system used to manage cases and to prepare the court accountings that ensure quality services for clients
- Continue ongoing collaboration with the Social Services Agency/Adult Protective Services, Health Care Agency/Behavioral Health and others to effectively advocate for our clients

OUTCOME INDICATORS:

Indicator One:

What: The percent of conservatorships completed without surcharge.

Why: It measures the degree to which the goal is being accomplished since the Court levies surcharges for the untimely or improper administration of conservatees' estates.

OUTCOME INDICATOR REPORTING:

Outcome Indicator	FY 01-02 Results	FY 02-03 Anticipated Results	FY 03-04 Plan	How are we doing?
Percent of Conservatorships Completed Without Surcharge	court accountings completed without surcharge	court accountings completed without surcharge	court accountings completed without surcharge	100 % of court accountings completed without surcharge.
Judges' Ratings of Conservatorship Administration Quality	New Indicator	New Indicator	New Indicator	The court must remain neutral on all matters and persons appearing in court. After consideration, the court concluded it was best not to respond to our Quality Assessment Survey. A new indicator will be developed.
Probate Examiners' Ratings of Conservatorship Administration Quality	New Indicator	New Indicator	New Indicator	The court must remain neutral on all matters and persons appearing in court. After consideration, the court concluded it was best not to respond to our Quality Assessment Survey. A new indicator will be developed.

GOAL 7: SHELTER VICTIMS OF DOMESTIC VIOLENCE FROM FURTHER ABUSE

CLIENTS:

CSA's Domestic Violence Program provides funding support for four domestic violence shelters that provide temporary housing and other services to individuals and their children who are victims of domestic abuse.

CHALLENGES:

While the shelters receive funding from multiple sources, the County provides a significant portion of their operating budgets. During times of economic decline, other sources, such as donations, tend to decrease and the County's allocation becomes a larger proportion of the shelters' overall funding. This leads to increased competition over scarce resources and makes shelter collaboration more difficult. CSA will continue to encourage collaboration among shelters as it participates in the Domestic Violence Strategic Planning Group. CSA will also make special effort to assure that funds are distributed equitably among all potential service providers.

During times of economic downturn, there usually is a significant increase of domestic violence. CSA encourages the shelters to work with families through discussion, counseling, and coordination in hopes of changing the pattern of abuse.

RESOURCES:

Public revenues for this program are generated through marriage license fees, protective orders and batterers' fines. These funds supplement private resources for the operation of domestic violence shelters in Orange County.

This Operational Plan is consistent with the Strategic Financial Plan. The Domestic Violence Program did not commit to Step 1 reductions and Step 2 does not apply since the program does not rely upon County General Funds.

STRATEGIES TO ACCOMPLISH GOAL:

- Allocate \$700,000 and execute four contracts in support of four domestic violence shelters
- Coordinate and explore the availability of additional funding from local, state, federal and private funding sources with Social Services Agency.
- Research alternative funding and/or resources to ensure the continuation of the Domestic Violence Hotline
- Continue to participate in the Domestic Violence Strategic Planning Group to increase the understanding and knowledge of shared resources to serve the victims of domestic violence

OUTCOME INDICATORS:

Indicator One:

What: The number of reported cases of domestic violence per 1,000 population per year.

Why: It measures the level of domestic violence.

Indicator Two:

What: The percent of domestic violence victims seeking shelter accommodated per year.

Why: It measures the availability of shelter and motel voucher services.

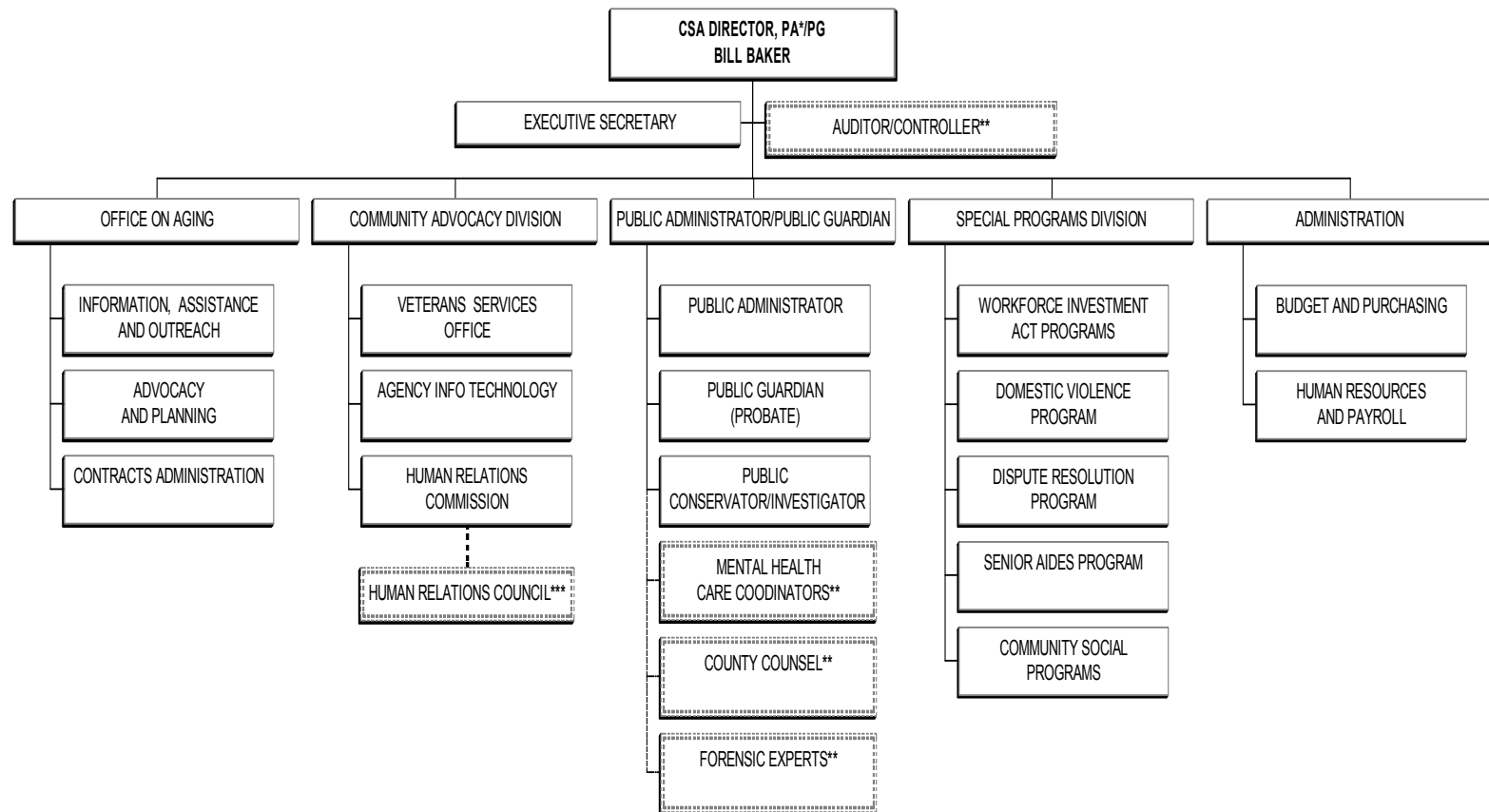
Indicator Three:

What: The percent of domestic violence victims sheltered per year who have previously been provided shelter.

Why: It measures repeat shelter use as an indicator of the level of domestic violence.

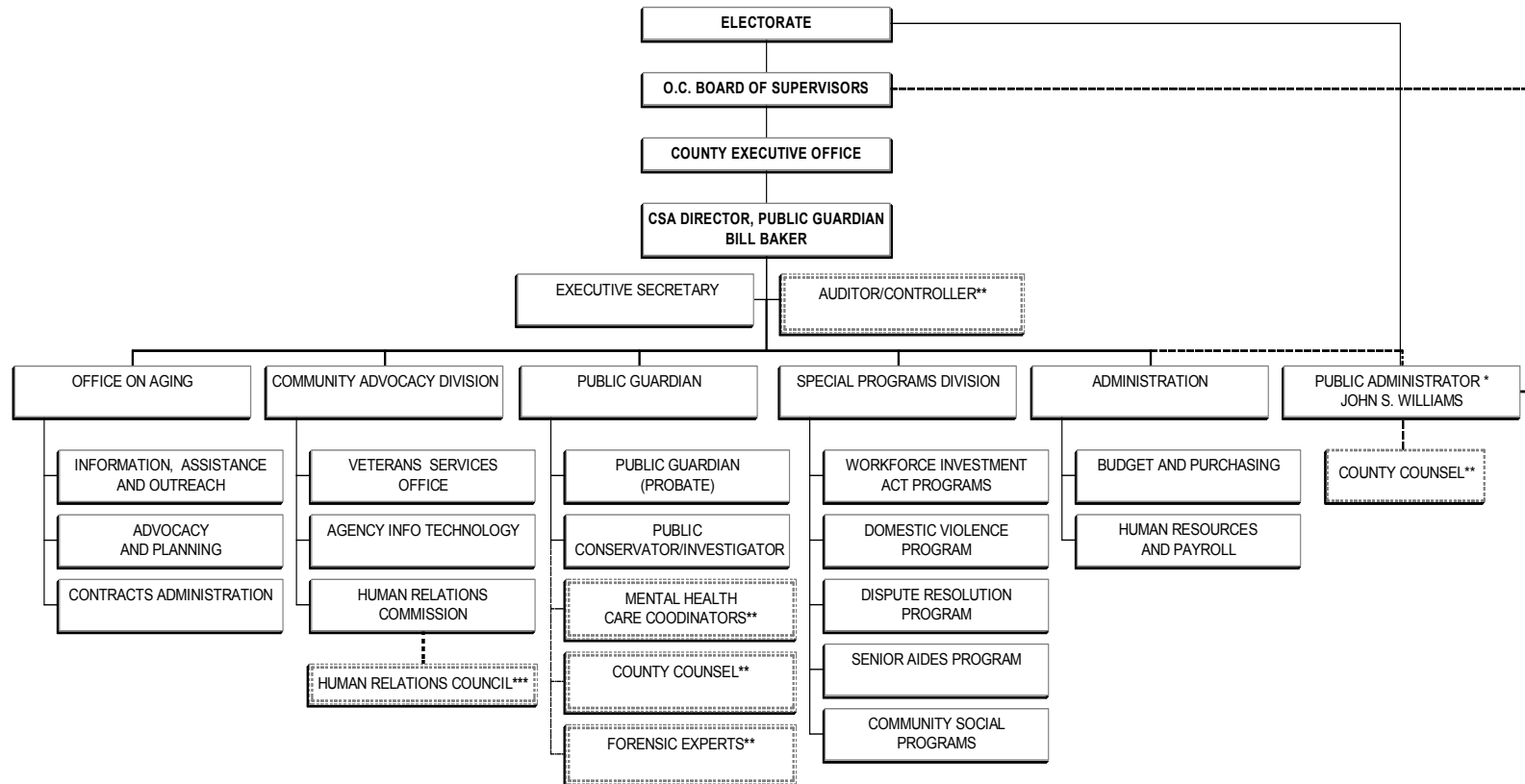
OUTCOME INDICATOR REPORTING:

Outcome Indicator	FY 01-02 Results	FY 02-03 Anticipated Results	FY 03-04 Plan	How are we doing?
Domestic Violence Rate	5.8% per 1000	6.1% per 1000	6.3% per 1000	Slight increase in the number of reported cases as a result of Domestic Violence community awareness and education.
Domestic Violence Victim Accommodation Rate	88%	91%	93%	Two of the four shelters had an increase in their bed capacity resulting in increased bed availability.
Domestic Violence Victim Shelter Repeat Use Rate	10%	11%	12%	Current victims "Empowerment" classes have contributed to keeping the repeat rate to a modest 1% increase.



* ELECTED OFFICIAL
 ** SUPPORT STAFF FROM OTHER DEPARTMENT
 *** NON-PROFIT ORGANIZATION

COMMUNITY SERVICES AGENCY ORGANIZATION CHART PROPOSED 2003



* ELECTED OFFICIAL
 ** SUPPORT STAFF FROM OTHER DEPARTMENT
 *** NON-PROFIT ORGANIZATION
 ---- ADMINISTRATIVE & BUDGET OVERSIGHT

Community Services Agency

Management Team

Bill Baker	CSA Director, Public Guardian
Richard Harris	Division Manager, CSA Administration
Rusty Kennedy	Executive Director, Human Relations Commission & Council
Vicki Landrus	Assistant Public Guardian
Ron Melendez	Division Manager, Community Advocacy Division/County Veterans Service Officer/Manager, CSA Information Technology
Pamela Mokler	Executive Director, Office on Aging
Mike Montijo	Manager, CSA Accounting Services, Auditor/Controller
Andrew Munoz	Special Programs Administrator/ Workforce Investment Board Executive Director



Appendix C

Community Services Agency

Labor Management Committee

<u>Member</u>	<u>Program</u>	<u>LMC Role</u>
Eva Burdett	Veterans Service Office	Facilitator
Cesar Delgado	Office on Aging	Member
Richard Harris	CSA Administration	Team Leader
Arlene Hoffman	Office on Aging	Member
Nedenia Lane	Public Administrator/Public Guardian	Member
Julie Loats	Office on Aging	Member
Ann McEneaney	Special Programs Division	Communications Officer
Debbie Reines	Special Programs Division	Lead Mediator
Sheridan Rose	Public Administrator/Public Guardian	Member
Dwight Tipping	Public Administrator/Public Guardian	Member

2002 LMC ACCOMPLISHMENTS:

- Met monthly
- Addressed 11 new Workplace Issues
- Organized and promoted Agency holiday event
- Participated in CSA 2002 Business Plan development
- Published LMC Bulletin and distributed to all employees
- Participated in mediation training
- Oversaw MAPP plan development
- Prompted expansion of security guard services for increased client/employee safety
- Led the implementation of Employee Recognition Program
- Led collection of cost reduction/revenue generation ideas among staff
- Assisted in creation of new employee lounge
- Organized and promoted CSA Family Picnic

Community Services Agency

2003 Business Plan Team

CSA Administration:

- Richard Harris, Division Manager
- Mike Montijo, Manager, CSA Accounting Services, Auditor/Controller
- Sylvia Mann, Senior Staff Analyst
- Sandy Ortiz, Executive Secretary

Human Relations Commission & Council:

- Rusty Kennedy, Executive Director
- Tina Fernandez, Deputy Director

Office on Aging:

- Pamela Mokler, Executive Director
- Margaret Tatar, Manager Policy & Planning

Special Programs Division:

- Andrew Munoz, Special Programs Administrator/Workforce Investment Board Executive Director
- Janine Boiarsky, Deputy Director
- Julie Elizondo, Senior Staff Analyst

Public Administrator/Public Guardian:

- Vicki Landrus, Assistant Public Administrator/Public Guardian
- Connie Draxler, Chief Deputy Public Administrator/Public Guardian

Community Advocacy Division:

- Ronald Melendez, Division Manager/County Veterans Service Officer/IT Manager
- BettiLou Jones, Staff Specialist

Community Services Agency

2002 ACCOMPLISHMENTS

FROM INTRODUCTION TO OPERATIONAL PLAN	
<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none"> Continue to implement Performance Incentive Program (PIP) 	<ul style="list-style-type: none"> Supervisors attended CEO Refresher PIP training
<ul style="list-style-type: none"> Continue to implement Management Performance Program (MPP) 	<ul style="list-style-type: none"> Revised MPP implemented for FY 02-03
<ul style="list-style-type: none"> Continue to support and use Labor Management Committee (LMC) for organizational change 	<ul style="list-style-type: none"> LMC met monthly; Resolved 11 new Workplace Issues; See Appendix C
<ul style="list-style-type: none"> Implement County Employee Recognition Program 	<ul style="list-style-type: none"> Person-to-Person and Supervisor Spotlight Awards given; Sept 26, 2002 First Annual Employee Recognition Event held honoring 4 Shining Star and 13 T.E.A.M. Award recipients; 82 individuals nominated
<ul style="list-style-type: none"> Support the Leadership Excellence and Development Program (LEAD) 	<ul style="list-style-type: none"> Managers and supervisors have been urged to participate
<ul style="list-style-type: none"> Implement MAPP (Meetings, Approvals, Policies and Procedures) Framework 	<ul style="list-style-type: none"> Pilot project conducted in Office on Aging where levels of approval for purchasing were reduced

Goal 1***Ensure that older adults in Orange County experience a high quality of life***

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• Administer 23 nutrition and supportive services contracts totaling approximately \$8.5 million	<ul style="list-style-type: none">• FY 2001-02 and 2002-03 contract amendments were approved by the Board of Supervisors on June 25, 2002. See unanticipated accomplishments for additional information
<ul style="list-style-type: none">• Recruit additional staff as approved in the <i>Strategic Business Plan</i>	<ul style="list-style-type: none">• Successfully recruited and hired additional staff as approved in the <i>Strategic Business Plan</i>, as well as staff for the Senior Non-Emergency Medical Transportation Program. See unanticipated accomplishments for additional information
<ul style="list-style-type: none">• Develop a comprehensive marketing and outreach campaign and expand and enhance efforts to reach ethnic minorities	<ul style="list-style-type: none">• The InfoVan, in partnership with 29 agencies, makes an average of 13-16 visits per month, reaching nearly 7,000 people at 105 events/locations in 2002. It dispensed almost 9,000 pieces of literature to the public. Informational materials have been translated into Vietnamese and Spanish, and materials will be translated into Korean and Chinese by the late fall of 2002. Website is scheduled to go live by November 2002. Conference on Aging will be held November 14, 2002. Comprehensive Marketing Strategy Plan is 10% complete
<ul style="list-style-type: none">• Redesign the Information and Assistance Program with a state-of-the-art call center linked to and supported by a comprehensive, interactive and user-friendly Office on Aging website	<p>State-of-the-art Call Center system installed February 2002. Information & Assistance (I&A) software program with over 1,000 resources developed for both Call Center and Website. Provided 35 trainings for I&A staff to increase expertise in assessment and referral. Performed over 17,000 information and assistance activities. See unanticipated accomplishments for additional information.</p>

GOAL 1 (continued)***Ensure that older adults in Orange County experience a high quality of life***

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• Develop and implement the new Family Caregiver Support Program	<ul style="list-style-type: none">• Family Caregiver Support Program Contract awarded to Orange Caregiver Resource Center in February 2002. Annual Conference on Aging focused on Caregiving conducted in November 2002. Caregiver Coalition Meetings are being incorporated into the OoA Annual Schedule of Events
<ul style="list-style-type: none">• Improve and simplify contractor billing, reporting, and record keeping	<ul style="list-style-type: none">• Addition of Accounting Technician position enables Fiscal to perform decentralized claims processing previously forwarded to Auditor-Controller, resulting in decreased processing time
<ul style="list-style-type: none">• Implement reconfigured Service Areas	<ul style="list-style-type: none">• Executive Director has conducted presentations with cities and other stakeholders with regard to the new service areas since April 2002, including:<ul style="list-style-type: none">○ League of Cities Executive Steering Committee○ Orange County City Managers Association○ South Orange County Association of Mayors○ West Orange County Cities Association○ California Parks and Recreation Society○ Monthly Senior Center Directors meetings

GOAL 1 (continued)***Ensure that older adults in Orange County experience a high quality of life***

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">Promote collaboration among organizations—i.e. SSA, HCA, HCD, CalOptima, OCTA, PA/PG—by leading the Interagency Committee on Aging in the development and enhancement of comprehensive and coordinated long-term care systems	<ul style="list-style-type: none">ICA published <u>2002 Condition of Older Adults Report</u> in April 2002; work on the <u>2003 Condition of Older Adults Report</u> is 15% complete. Implemented SHOPP program among OoA case management providers and HCA. As of June 2002, working with HCA Geriatric Educator to provide case management training. Ongoing collaboration on Transportation Program among OCTA, HCA, other members of the ICA, and cities. Ongoing coalition creation. Attended meetings of Statewide Long Term Care Coalition with CalOptima. Collaboration with Rebuilding Together to install grab-bars in older adults' homes. Collaboration on Active Aging Task Force and SOAR Speakers Bureau
<ul style="list-style-type: none">Create a Fund Development Plan to raise funds for programs serving older adults in Orange County	<ul style="list-style-type: none">A 5 year Fund Development Plan will be finalized by the end of 2002
<ul style="list-style-type: none">Develop and conduct a training program for volunteers to assist older adults and disabled individuals with enrollment in Orange County Transportation Authority's ADA ACCESS Program	<ul style="list-style-type: none">Health Care Agency approved FY 2002-2003 funding for a train-the-trainer program, as recommended by Tobacco Revenue Settlement Seniors and Disabled Advisory Group in June 2002
<ul style="list-style-type: none">Take the lead in preparing a Condition of Older Adults Report for Orange County	<ul style="list-style-type: none">CSA/Office on Aging played a leadership role in the preparation of the <u>2002 Condition of Older Adults Report</u>. Work on the <u>2003 Conditions of Older Adults Report</u> is approximately 15% complete

GOAL 1 (continued)***Ensure that older adults in Orange County experience a high quality of life***

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• Collaborate with HCA and OCTA to develop and begin implementation of a Senior Non-Emergency Medical Transportation Program	<ul style="list-style-type: none">• Implementation is underway. A contract to operate the SMART program, Orange County's volunteer mileage reimbursement program, was awarded in October 2002. Pilot Program contracts will be awarded by the end of the year. An interim Transportation Manager has been retained; a permanent manager will be hired by the end of 2002. OoA is currently dialoging with OCTA re: number of vans that will be made available for the program and advertisement of I&A 800-510-2020 number on buses and paratransit vehicles
<ul style="list-style-type: none">• Partner with CEO/HR and HCA to develop and administer a Caregivers Survey of all County employees	<ul style="list-style-type: none">• Survey was successfully completed and will be used in the development of OoA's planning efforts for the Family Caregiver Support Program. Results will be published in <u>2003 Conditions Older Adults Report</u>
<ul style="list-style-type: none">• Develop a plan for implementation of the Community Outreach for Independent Living Program (COIL)	<ul style="list-style-type: none">• OoA management staff is working on a plan to maximize InfoVan utilization. InfoVan currently visiting numerous sites, including Asian Gardens twice per month (Vietnamese Community) and Fiesta Marketplace twice a month (Latino Community). 27 partnerships currently established

GOAL 1 (continued)***Ensure that older adults in Orange County experience a high quality of life***

<i>Unanticipated Additional Accomplishments</i>	<i>Status</i>
<ul style="list-style-type: none">OoA is also in the process of negotiating additional contracts for its Senior Non-Emergency Medical Transportation Program	<ul style="list-style-type: none">Ongoing. SMART program approved by the Board on October 22, 2002. Pilot programs to be awarded in November 2002.
<ul style="list-style-type: none">Senior Transportation staff positions added to OoA staff roster	<ul style="list-style-type: none">Senior Transportation Manager recruitment underway. Transportation Contracts Analyst and Transportation Staff Specialist positions currently filled.
<ul style="list-style-type: none">One of four lead agencies to initiate 2-1-1 activity (nationally designed phone number for one-stop access to information and referral in Orange County	<ul style="list-style-type: none">12-member 2-1-1 Steering Committee meets monthly. Members of Operations Sub-Committee charged with developing implementation plan for Orange County. Implementation expected to be complete in 2004
<ul style="list-style-type: none">OoA has started a <i>Leaders in Agencies</i> networking group of non-profit and public agencies for Volunteer Coordinators/Managers to discuss best practices	<ul style="list-style-type: none">Seven meetings covering topics such as recruitment and recognition of volunteers, development of recruitment plans, diverse opportunities and intake procedures attracted 87 individuals representing 58 agencies
<ul style="list-style-type: none">OoA has taken the lead in the planning and organization of the 2002 Conference on Aging to be held on November 14, 2002	<ul style="list-style-type: none">The Conference will be focused on 'caregiving' and provide substantive information and highlight critical issues for the stakeholders in the aging network. OoA is coordinating fundraising for the event as well as event planning, invitations and communications

GOAL 2***Match Orange County workforce skills and abilities with employer workforce needs***

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• Administer 64 workforce development training, research and delivery system contracts totaling almost \$20 million	<ul style="list-style-type: none">• For FY 2001-2002, administered over 100 contracts for employment and training services and labor market research totaling over \$28 million
<ul style="list-style-type: none">• Monitor geographic locations for announced lay-offs and systematically respond by opening, as needed, additional satellite service points for dislocated workers and/or other specialized populations	<ul style="list-style-type: none">• Allocated additional funding to One Stops to open four satellites in areas hardest hit by unemployment such as the satellite by John Wayne Airport. Released additional request for proposals and funded two special projects to respond to needs created after 9-11 attacks. Increased tracking of economic activity by geographic location by developing a database of OC Businesses and tracking their activity
<ul style="list-style-type: none">• Survey businesses to determine workforce needs and other important information to target placement of job seekers and contract for a Labor Market Research Project System	<ul style="list-style-type: none">• Surveyed businesses to determine industries of growth for Orange County. Presented the results of the survey as part of the Orange County Workforce 2002: State of the County Report to Board of Supervisors on September 24, 2002. In addition the survey/report was presented to businesses, educators and workforce development professionals on October 1, 2002
<ul style="list-style-type: none">• Identify and target training to maximize potential wages of workers in Orange County	<ul style="list-style-type: none">• All training is connected with the Orange County Workforce Investment Board's (OCWIB) Demand Occupation List, targeting clients into areas with demand for workers and consequently higher wages. In addition, new labor market data on the 10 industry clusters, which drive the Orange County economy are being used to further target training opportunities

GOAL 2 (continued)***Match Orange County workforce skills and abilities with employer workforce needs***

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• Improve retention and follow-up rate of all Workforce Investment Act and Welfare to Work enrollees and contract for a performance standard overlay	<ul style="list-style-type: none">• This goal is ongoing. Training in performance management has already been provided to all providers, best practices meetings are held with case managers, and a performance management team has been established. A performance standard overlay is expected to be in place by December 2002
<ul style="list-style-type: none">• Improve youth programs by conducting regular youth provider in-services and facilitating/contracting for WIA youth program strategies training	<ul style="list-style-type: none">• Five Youth Provider meetings occurred to discuss best program practices. Over ten formal training classes on youth program strategies were provided
<ul style="list-style-type: none">• Direct Planning and Development staff to aggressively seek and respond to opportunities for additional funding to support workforce development	<ul style="list-style-type: none">• To date two new grants have been awarded: the Nurse Workforce Initiative and Veterans Workforce Investment Program totaling \$ 2.3 million. Five grant submissions are still pending funding recommendations
<ul style="list-style-type: none">• Continue to collaborate with the multiple partners for the delivery of workforce development services	<ul style="list-style-type: none">• Closer coordination with all mandatory partners, as well as with other Workforce Investment Areas in Orange County has been attained. Examples of positive collaboration include mapping of Orange County youth services with Orange County Department of Education, sponsored the Workforce Summit, participate on the steering committee for the Orange County Workforce Partnership, produced the Orange County Workforce 2002: State of the County Report and the Youth System Capacity Building project

GOAL 2 (continued)***Match Orange County workforce skills and abilities with employer workforce needs***

<i>Unanticipated Additional Accomplishments</i>	<i>Status</i>
<ul style="list-style-type: none">• The OCWIB in partnership with the Board of Supervisors put on the first countywide Economic Recovery Job and Resource Fair on February 27, 2002	<ul style="list-style-type: none">• The partnership resulted in bringing together 120 businesses and 25 resources agencies to assist the 4800 job seekers who attended the event
<ul style="list-style-type: none">• WIB staff has been asked to participate on key State Workgroups, One Stop Certification and Performance Accountability	<ul style="list-style-type: none">• Staff is continuing to meet with the State workgroups and provide valuable input
<ul style="list-style-type: none">• Published first Issue of <u>The Update – A monthly Workforce Economic Development News Bulletin</u>	<ul style="list-style-type: none">• Continuing to distribute monthly
<ul style="list-style-type: none">• Implemented new user friendly Website for the OCWIB and related services	<ul style="list-style-type: none">• Continuing to update as necessary, and will begin to track “hits” on the website to determine the effectiveness
<ul style="list-style-type: none">• OCWIB Youth Council staff has been selected to be part of the national WIA Youth Leadership Academy	<ul style="list-style-type: none">• Training and meetings begin in November in Washington D.C.
<ul style="list-style-type: none">• Staff is serving as Vice Chair of the Southern California Regional Performance Excellence Forum sponsored by the Department of Labor	<ul style="list-style-type: none">• Continuing to host monthly workgroup meetings and quarterly benchmarking meetings with 17 Southern California Local Workforce Investment Areas• The Forum received a technical assistance grant for \$21,766 to design an environmental scan to measure the progress of One Stops implementing continuous improvement / quality systems for the State WIB

GOAL 3

Ensure Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• File 1800 new state & federal claims for veterans' benefits	<ul style="list-style-type: none">• Filed 1,633 new state & federal benefit claims by September 30th; expect to file 550 additional claims by December 31, 2002
<ul style="list-style-type: none">• Win 3.75 million in new awards	<ul style="list-style-type: none">• Won \$1,114,741.00 in new awards by September 30th; expect to win \$1,500,000.00 by December 31, 2002
<ul style="list-style-type: none">• Establish a new procedure/referral form with PA/PG to determine eligibility of benefits for PA/PG veteran clients	<ul style="list-style-type: none">• Completed a new referral form in September 2001. Ongoing procedure.
<ul style="list-style-type: none">• Redesign the Housing Authority form to help simplify the process of determining eligibility	<ul style="list-style-type: none">• Redesigned and completed in February 2002. Ongoing procedure.
<ul style="list-style-type: none">• Revise and implement the state Department of Social Services (DSS) form CA-5 to a new form CW-5	<ul style="list-style-type: none">• Implemented the revised CW-5 form in May 2002. Accepted by the California Department of Veterans Affairs and implemented in the state audit guidelines on July 2002. Ongoing procedure with DSS.
<ul style="list-style-type: none">• Update the California Association of County Veterans Service Office training manuals	<ul style="list-style-type: none">• Completed for publication – statewide use February 2002
<ul style="list-style-type: none">• Establish a National Association of County Veterans Service Officers training manuals	<ul style="list-style-type: none">• Completed for publication – nationwide use May 2002
<ul style="list-style-type: none">• Continue to attend the So. California County Veterans Service Officers quarterly DVA development skills training	<ul style="list-style-type: none">• Attended three quarterly training sessions - March, May and September 2002. Pending fourth training session in November 2002
<ul style="list-style-type: none">• Develop an initial concept for a proposed development of a Military & Cultural Arts Museum.	<ul style="list-style-type: none">• Development of an initial concept for a proposed museum on July 30, 2001. Pending approval from the Dept. of Navy - January 2003 or sooner
<ul style="list-style-type: none">• Obtain Board approval to conduct a feasibility study on the Military & Cultural Arts Museum	<ul style="list-style-type: none">• Received Board approval to conduct an economic feasibility study on August 7, 2002
<ul style="list-style-type: none">• Provide support to PDSD during the Statement of Qualification process	<ul style="list-style-type: none">• Continue to work cooperatively and provide support to Orange County Department of Planning and Development Services (PDSD) during the Statement of Qualification process – November 1, 2001 to June 30, 2002. Process completed and accepted by the Board on August 7, 2002

GOAL 3 (continued)

Ensure Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• Provide PDSD with the necessary recommendations and review of developing the Statement of Work process	<ul style="list-style-type: none">• Continue to work cooperatively and provide recommendations and reviews during the Statement of Work process – November 1, 2001 to June 2002. Process completed and accepted by the Board on August 7, 2002
<ul style="list-style-type: none">• Complete the collection and distribution of the Veterans Needs Survey	<ul style="list-style-type: none">• Finalized statewide review on September 24, 2002; expected distribution October 2002
<ul style="list-style-type: none">• Update and expand the Veterans Service Office outreach services, through activities, web-site, etc.	<ul style="list-style-type: none">• Commenced reconstruction of the VSO web-site in August 2002. Final completion expected in December 2002• Opened the Garden Grove outstation on June 5, 2002• Promoted and engaged in six speaking assignments to the veteran community, local high schools and government agencies
<ul style="list-style-type: none">• Educate 5th grade students and the public about the military history battles through the Marching Through History Exposition event	<ul style="list-style-type: none">• Completed on May 24 – 26, 2002
<ul style="list-style-type: none">• Provide benefits and administrative support to the Orange County veterans' service organizations	<ul style="list-style-type: none">• Provided administrative assistance to various veterans' service organizations. January – September 2002, continue support to December 2002

GOAL 3 (continued)	
<i>Ensure Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled</i>	
<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none"> • Provide benefits and administrative support to Orange County veterans' organizations, e.g. United Veteran Organizations of O.C., AMVETS, VFW, Tustin Young Marines, etc. 	<ul style="list-style-type: none"> • Provided VSO staff assistance – January – September 2002, continue support to December 2002 • Conducted nine O.C. Veterans Advisory Council monthly meetings, continue support to December 2002 • Conducted five United Veteran Organizations of O.C. monthly meetings, continue support to December 2002 • Conducted the Annual Memorial Day ceremony – May 30, 2002 • Conducted the Marching Through History Exposition – May 24-26, 2002 • Coordinated three Meet Your Elected Official Breakfast events • Provided assistance to the Board's September 11, 2002 memorial event • Completed the Veterans Information Seminar – September 14, 2002 • Provided assistance to EDD's Annual Veterans Job Fair – September 19, 2002
<i>Unanticipated Additional Accomplishments</i>	<i>Status</i>
<ul style="list-style-type: none"> • Obtain Board support and develop a concept for a military museum at an interim site (Bldg. 523/226) 	<ul style="list-style-type: none"> • Pending approval by the Board on November 19, 2002
<ul style="list-style-type: none"> • Plan and coordinate Veterans Day events 	<ul style="list-style-type: none"> • Continued planning and coordination: • Veterans Commemorative Program – City of Anaheim, November 7, 2002 • Veterans Day Parade – City of La Palma, November 9, 2002 • Salute to Veterans – City of Brea, November 10, 2002 • Veterans Day Parade – City of Tustin, November 11, 2002 • Walk of Honor Program – City of Santa Ana, November 12-15, 2002

GOAL 4

Build mutual understanding and facilitate the peaceful resolution of disputes among residents and eliminate prejudice

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">Promote police/community relations through the Hate Crime Network, police training and support of hate crime victims	<ul style="list-style-type: none">Hate Crime Network meetings were held in January, April, July and October; the annual report on hate crimes was published in April; and six Sheriff's Academy classes received 5 hours of instruction in basic human relations
<ul style="list-style-type: none">Collaborate with diverse groups to conduct dialogues	<ul style="list-style-type: none">30 Living Room Dialogues were held in Spring 2002 with a culminating dinner celebration on May 30. Participant recruitment and facilitator training took place in August and September and an additional 20 dialogues are anticipated in 2002
<ul style="list-style-type: none">Build cultural competency by providing the Promoting Respect Campaign for Orange County Agencies	<ul style="list-style-type: none">Staffing of this initiative was not approved at the budget hearings in June, so other than follow-up sessions with CSA no further action is anticipated this year
<ul style="list-style-type: none">Conduct BRIDGES School Inter-Ethnic Relations Programs in 45 schools	<ul style="list-style-type: none">The BRIDGES program was provided to 48 schools
<ul style="list-style-type: none">Develop school leadership through Walk In My Shoes Symposiums, BearPaw Preserve training retreats, Leigh Steinberg Leadership Institutes, Parent Leadership Institutes and leadership recognition programs	<ul style="list-style-type: none">Walk In My Shoes was held at UCI on March 1 with 450 attendees and at CSUF on November 15 with 475 attendees20 weekend retreats were held at BearPaw this yearA Parent Leadership Institute with 20 parents was completed in May in FullertonThe BRIDGES Celebration was held at the Sun Theatre on May 7 with 420 in attendanceThe HRC 31st Awards Banquet was held on April 7 in Garden Grove with 400 in attendance4 Human Relations Leadership Institutes were held in July and August

GOAL 4 (continued)***Build mutual understanding and facilitate the peaceful resolution of disputes among residents and eliminate prejudice***

<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none">• Provide dispute resolution services to 1,000 clients	<ul style="list-style-type: none">• 1,614 cases were assessed for mediation services this year
<ul style="list-style-type: none">• Teach three 28-Hour Basic Mediation Certification trainings	<ul style="list-style-type: none">• Three 28-hour Basic Mediation Certification trainings were held
<ul style="list-style-type: none">• Increase fund-raising efforts among foundations, businesses and individuals	<ul style="list-style-type: none">• 2.8 million dollars was raised from foundations, individuals and businesses this year
<ul style="list-style-type: none">• Apply for special funding opportunities that become available for responding to the events of September 11	<ul style="list-style-type: none">• A claim for \$8,070 of SB551 Post 9/11 Tolerance Education funds was submitted to the state for reimbursement
<ul style="list-style-type: none">• Allocate funds and execute four DRPA contracts totaling \$900,000	<ul style="list-style-type: none">• Four DRPA contracts have been executed and completed 7/2002
<ul style="list-style-type: none">• Analyze the potential for implementing Quality Certification Standards for Dispute Resolution Programs Act mediators	<ul style="list-style-type: none">• Analysis completed in June 2002 and the County Coordinators have agreed to begin designing a quality certification form. Orange County is taking the lead in designing that form to be presented in February 2003
<ul style="list-style-type: none">• Seek additional sources for funding for DRPA	<ul style="list-style-type: none">• Research into additional sources of funding for DRPA occurred at five DRPA collaborative meetings and one DRPA Statewide County Coordinators' meeting
<i>Unanticipated Additional Accomplishments</i>	<i>Status</i>
<ul style="list-style-type: none">• The Commission was asked by the Board of Supervisors to organize the official county memorial to commemorate those who died on 9/11/01	<ul style="list-style-type: none">• Over 2000 people attended the "Orange County Remembers: September 11, 2001" memorial. A diverse group of leaders addressed the audience in a show of unity amid diversity
<ul style="list-style-type: none">• The California Interscholastic Federation asked the Commission to assist in promoting ethical behavior in sports programs in Orange County	<ul style="list-style-type: none">• Over 300 athletes, coaches and athletic directors attended OCHRC's "Sports Leadership" conference on human relations in May

GOAL 5 <i>Provide timely and effective administration of estates and protect persons unable to manage their own affairs</i>	
<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none"> Investigate and administer caseloads consisting of approximately 1600 decedents' estates, 1700 mental health conservatorships and 500 probate conservatorships 	<ul style="list-style-type: none"> Through 9/30/02, investigated and administered 1359 decedent estates, 1514 mental health conservatorships and 368 probate conservatorships. Anticipate reaching investigation and administration targets by 12/30/02
<ul style="list-style-type: none"> Provide ongoing staff training to ensure knowledgeable and effective staff assistance for clients 	<ul style="list-style-type: none"> Provided staff training ensuring knowledgeable and effective staff assistance for clients
<ul style="list-style-type: none"> Continue to enhance the computer system used to manage cases and to prepare court accountings that ensure quality services for clients 	<ul style="list-style-type: none"> Enhanced the computer system used to manage cases and prepare court accountings ensuring quality services for clients
<ul style="list-style-type: none"> Continue on-going collaboration with the Sheriff/Coroner, Social Services Agency/Protective Services, Health Care Agency/Behavioral Health and others to effectively advocate for our clients 	<ul style="list-style-type: none"> Continued collaboration with Sheriff/Coroner, Social Services Agency/Adult Protective Services, Health Care Agency/Behavioral Health and others, effectively advocating for our clients
<ul style="list-style-type: none"> Submit Capital Project Request to build enclosed vehicle storage structure 	<ul style="list-style-type: none"> Capital Project deferred by CEO
<i>Unanticipated Additional Accomplishments</i>	<i>Status</i>
<ul style="list-style-type: none"> Consistent with the 2001 Grand Jury recommendation, effectively collaborated with county and state officials on a bill that provides authority for the Public Guardian to conduct criminal background checks on potential private conservators 	<ul style="list-style-type: none"> AB 1957 was signed into law by Governor Gray Davis on 9/19/02

GOAL 6	
<i>Shelter victims of domestic violence from further abuse</i>	
<i>Strategies to Accomplish Goal</i>	<i>Status</i>
<ul style="list-style-type: none"> Allocate \$750,000 and execute four contracts in support of four domestic violence shelters 	<ul style="list-style-type: none"> Four Domestic Violence contracts were executed on June 26, 2002, and maintained for the support of four domestic violence centers
<ul style="list-style-type: none"> Assist/coordinate with Social Services Agency in seeking new domestic violence resources 	<ul style="list-style-type: none"> Survey of current service for victims of Domestic Violence completed in May 2002. Analysis of survey to identify service gaps completed in May 2002. Coordination with shelters to access all available services to clients completed August 2002
<ul style="list-style-type: none"> Develop new collection and reporting methodology for measuring outcomes 	<ul style="list-style-type: none"> Established system of customer satisfaction surveys which are reviewed quarterly beginning January 2002. Information collected by domestic violence hotline shared quarterly with shelters
<ul style="list-style-type: none"> Explore the availability of additional funding from local, state, federal and private funding sources 	<ul style="list-style-type: none"> Researched and communicated funding resources at local, state and federal level to shelters in August 2002
<ul style="list-style-type: none"> Participate in the newly formed Domestic Violence Strategic Planning Group to increase the understanding and knowledge of shared resources to serve the victims of domestic violence 	<ul style="list-style-type: none"> Continue to promote the objectives of the Domestic Violence Strategic Planning Group by sharing the knowledge and resources of the strategic plan with the shelters to enhance the services to the victims of domestic violence
<i>Unanticipated Additional Accomplishments</i>	<i>Status</i>
<ul style="list-style-type: none"> Implemented new funding allocation process for Domestic Violence Programs 	<ul style="list-style-type: none"> The process has worked well and will continue to be evaluated in the next funding cycle

**Community Services Agency
Caseload/Client Data**

		Volume		
Program	Customer Characteristics	2000-01	2001-02	2002-03 (Estimated)
Office on Aging	Older adults in need of: food (in-home or group) legal services information & assistance case mgmt. services	8,500 individuals 7,062 hours 17,789 contacts 9,678 hours	10,000 individuals 7,815 hours 21,779 contacts 8,828 hours	11,500 individuals 8,000 hours 25,000 contacts 8,736 hours
Workforce Investment Act	Job Seekers	3,100	13,650	15,000
Workforce Investment Act	Businesses	1,500	13,816	10,000
Veterans Service Office	Veterans, their survivors and dependents	1,792 claims processed \$5,100,155	1,763 claims processed \$3.5 million	1,800 claims processed \$3.75 million
Human Relations Commission & Council	Students, teachers, parents, principals, mediation clients, domestic violence victims, police officers, and diverse community leaders	41,925	49,751	45,000
Public Administrator	Decedents' estates	1488	1398	1429
Mental Health Conservator-ships	Severely mentally ill conservatees	1565	1545	1587
Probate Conservator-ships	Frail elderly, at risk conservatees	455	403	411
Domestic Violence	Victims sheltered	584	686	745
Dispute Resolution	Disputants	5,782	8,684	9,378